“Towards a Unified Ticketing & Timetabling Transport Service for Dublin”

Stakeholder analysis at 20/10/2017

Table of Contents

Introduction………………………………………………………………………………………………………………………………. 1

1. **Stakeholder list2**
2. Stakeholder roles3
3. Stakeholder responsibilities4
4. RACI matrix**5**
5. Power/ Influence matrix6
6. List of Dataset useful to facilitate the project7
7. Involving Stakeholder (Questions I-III)…………………………………………………………………………………………8

Conclusion………………………………………………………………………………………………………………………………….8

Bibliography……………………………………………………………………………………………………………………………….9

# Introduction

Stakeholder analysis for project is a very important step towards a successful accomplishment of objectives of business analysis. The Project involves all aspects of unified ticketing and timetabling transport services in Dublin. The main sponsor is Minister of Transport, MR Ross TD. He is also one of main stakeholders of project and part of stakeholder analysis presented in this document.

It is a very unusual situation as this project involves not one company but many companies connected to public transport in capitol. It is a complex connection and involve public and private companies. Stakeholders in that situation will be transport services companies. Detailed list you can find in Chapter 1 – List of Stakeholders.

Public Transport in Dublin is very important issue nowadays. Demand for transport services increase during last decade. As per Census 2016 more people year by year are coming to big towns. Overall increase has been reported in urban area compare to last Census 2011 of 5%. Dublin within this towns are one of the fastest growing in population during that period.

The Analysis is divided between few parts. The list of stakeholders together with their roles and responsibilities and the Responsibility Assignment Matrix with Power / Influence Matrix. The last part is just identification of dataset useful to facilitate the project.

# Stakeholder list

* Project Team Members:
* Project manager
* Tech Lead
* Project team members
* Project Sponsors:
* Minister of Transport as a sponsor of project
* National Transport Authority
* Project Sub-Teams
* Business Analyst
* Administrative support
* Companies:
* Dublin Bus,

1. CEO Dublin Bus
2. Project Manager Dublin Bus

* Bus Eireann,

1. CEO Bus Eireann,
2. Project manager Bus Eireann,

* DART,

1. CEO DART
2. Project manager DART

* LUAS,

1. CEO LUAS
2. Project manager LUAS

* Irish Rail and

1. CEO Irish rail

* Private Bus companies

And their representative

* Consultants
* Other stakeholders:
* Other users of road:
* Employees
* Suppliers
* Environmentalist
* Others

# Stakeholder roles

One of most important stakeholders are sponsors of a project as they role is to invest or obtain funding for project. For ‘Unified Ticketing & Timetabling Transport Service for Dublin’ project it is Government: Minister of Transport together with National Transport Authority. They are investors and provide funding to the project. But their role is not limited to funds but also to demands and authorizes changes. He as a government represent a citizen so the large group of users of the transport system. They also called customers but in this project the real power have Minister as their representative.

Other important group is Project Team members as they role is to execute the project objectives. This person or group is very often together with sponsor responsible for overall vision of a project. In our situation when w project involves many companies every single one has a project manager within their representative, usually he is also a CEO of an entity.

Role for them is an implementation of a plan for their organisation. The head project manager role is in other hand to harmonise system and make sure that IT system for integration is in place.

One of very important stakeholders are a customer (people using public and private transport of Dublin) and other users of road like , drivers, taxi drivers, cyclist etc. Their setting direction for change. They are recipient of this project. They also must be considered. Their needs are at this stage the main factor for all new system.

There is also a Sub Teams made of Business Analyst and Administrative support. They role is to support Head of Project manager within his/her roles.

Within listed transport services companies in Dublin we can find their own groups of project team members. Every company have different objectives and their role is to implement changes to the unified transport system.

# Stakeholder responsibilities

Some of group of stakeholders have more responsibilities than the others. Head of Project Managers is a person with the biggest responsibility. He has to articulate together with sponsor Minister of Transport the overall vision of project. What is the main objectives and KPI. How much of that was already done and how much we still need to do to achieve them. Responsibility of creating a project plan and then implementation plan for changes is also handed to project manager. Identifying Risk associated with project and companies involved.

Good communication between transport companies is responsibility of project manager and his team. Also, communication between other stakeholders. Like between Tech Leader and Business Analyst and make sure that all expectations are in place.

Very often other stakeholders have conflicting interest. Project manager is to resolve the issue and understand both sides of conflict. He need to know how to meet their expectations and make priorities in those.

Project manager and project manager members team responsibilities is also creating a project plan, implement one and make sure that deadlines are met and other stakeholders having reports as requested.

Integration of IT system and business processes together with performing of IT audit of that system to make sure that now after implementation of primary plan everything is working without problems is responsible of Technical Leader – IT Department of Project.

His responsibility is also integration of system in all separate transport companies. Data flow and sharing information between them and integration of payment tools. It is very complex IT system and it is on hand of IT Tech Leader.

It is very important to perform internal audit of every single company to make sure that they meeting they KPI ( Key Performance Indicators) of project. That is responsibility of Business Analyst of project. Other responsibility is to check budgeted values against actuals.

There is also a list of stakeholders which have no responsibility but hey are important too. They called later Other Stakeholder ( It is Other users of road, environmentalist, Customers, Suppliers, etc.) We have to remember as the customer in this particular situation are important but they represented by government.

# RACI Matrix – responsibility assignment matrix

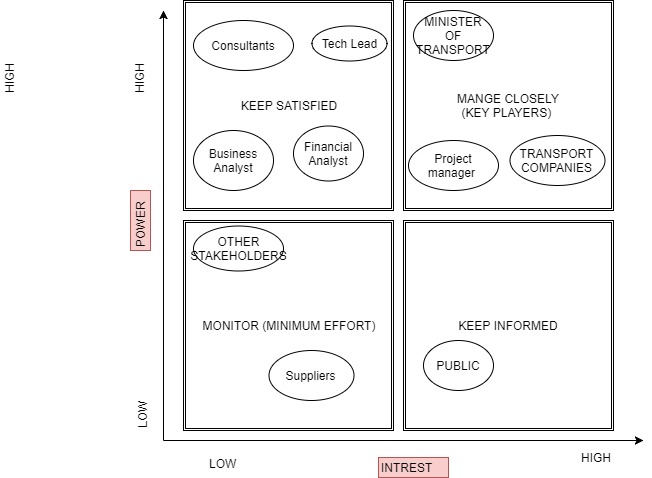
Below presented is responsibility assignment matrix. We can find in table roles and they responsibilities and the impact on activity of every single stakeholder. Some of them have been grouped as they represent similar interest and power and they have similar roles in project.



# Power/Influence matrix

Below is presented power and interest matrix. The Key players are the stakeholder which need to be manage closely. They are the most important stakeholders and they have very high power and high interest into the project. They are: Minister of transport, Head of Project managers and transport services companies in Dublin included in unified system and integrated ticketing scheme. Between then we can also find more powerful companies (like Dublin bus) and lest import like private bus companies. But anyway, they all have very important role and they interest are high together with power.

The big group of customers (users of transport services) are representing by minister of transport and they also very important as a group have big impact on government and they decisions but an individual they have low power and low influence on project. Still they need are important and they are drivers to make this project at first place.



# List of datasets that would be useful, either existing or to be created, to facilitate the project.

* Leap card data statistics
* Every day users street questionnaire
* Inside Dataset from DART, Dublin bus, Irish rail, Bus Eireann etc.
* Financial Statements of listed transport companies
* Centralised Traffic Control Centre statistics

# Stakeholder Questions

* + 1. How would you manage the main stakeholders in this project?

Project meet objectives and we can say that it is successful project when it will meet stakeholders needs and expectations. Stakeholder management is a very important part. Some stakeholders have more interest in project and some have less. It is important to know who is on the top of list with interest and influences. When managing you need to meet their expectation first.

Good managing of stakeholder is also a managing communication between them and between project team and key stakeholders. Communication managing is a key to successful finishing project.

In ‘ Towards Unified Ticketing & Timetabling Transport Service for Dublin’ project mains sponsor stakeholder is Minister of Transport. Managing his need in first instance is our top priority.

When stakeholder list is so long like this one in Chapter 1 of this document it influences complexity. Analysis in that situation is the ‘must have’ at early stage of project. So firstly, list of stakeholders and their role and responsibilities. Secondly their influences and power have to be studied and understand. Thirdly all expectations and needs from project have to be clear and considered by project manager. It is important to know what mean success of project for every single group of that list. For government will be something else then for IT – Technical Department and it will be something else for day to day customers ( users of leap card) or other users of road).

Other part of managing stakeholder is to keep them involved and keep them informed. From key stakeholder we expect some of their own input and some like public we just need to keep them informed to make sure that they are happy.

* + 1. How might not involving them damage the project?

Ignoring important stakeholder can be a ‘project killer’, sometimes even ignoring important department can be disaster in project outcomes. That’s why making a list and analysis of stakeholder is some important at first stage of business analyst. It is important to find key stakeholders at early stage and check what they expectations to make sure that project is going to good direction.

* + 1. How would involving stakeholders benefit the project?

At early stage of stakeholder analysis, we should identify already who is key stakeholder and who have power and can influence project. Who have the greatest impact?

Involving this important stakeholder in the project can have lots of benefits. It can make work easier and make sure that we are going in good directions. We can expect some inputs to the project from stakeholders. It is an extra support and can improve your project chances.

For example, involving departments directly from Dublin Bus we gain a expertise and experience from a engineers or logistic experts. It is important to know how to take benefit from others knowledge.

# Conclusion

Above presented stakeholder analysis can be very useful in making business analysis of implementation of Unified Ticketing & Timetabling Transport Service for Dublin project. This is a very complex issue and analysis is also unusual. Presented proposed datasets of information should be useful tool for making business analysis.

It is very important to know who is responsible for activities and objectives of project and who just need to be keep informed and who have real power for changes. That’s information can be not only part of further analysis but also to help when making decision.

For transport services project in Dublin it is worth to mention that stakeholder list is very large as we deal here with government project and it involves not only companies but all big city. Capitol of Ireland with population on 2016 of 553 165 people and another 792 237 people in suburbs. It is a complex project and stakeholder are diversified even within their own groups. It involves many consultants and their all have very important role.

Lifecycle of this project is long. Project is large enough to know that failure will we visible to public and media. Stakeholder list and their influences are complex. It is important to gather all information about them and make good communication sources to involve all in project at expected levels.

# Bibliography:

1. Integrated Implementation Plan 2013 – 2018 – National Transport Authority
2. Official Transport for Ireland website <https://www.transportforireland.ie/faq/leap-card/> ( Accessed 18/10/2017)
3. Census of 2016 - Census of Population 2016 - Profile 2 Population Distribution and Movements– Central Statistics Office Ireland,
4. A Sustainable Transport Future – Smarter Travel – A New Transport Policy for Ireland 2009 – 2020 ( Accessed 18/10/2017 on website [www.smartertravel.ie](http://www.smartertravel.ie))
5. A Guide to the Business Analysis Body of Knowledge (BABOK Guide) version 3